

Enterprise Business Model (EBM)

Revisions

Version 1.1 – Revised December 1, 2004

Services to Citizens

- Consumer Protection (LOB) – spelling in definition
- Emergency and Disaster Management (LOB) – revised definition to include state level emergencies.
- Emergency and Disaster Management (LOB) Disaster Emergency Response (Function) – revised definition to include state level emergencies.

Support Delivery of Services

- Revenue Generation (LOB) Forfeited Asset Sharing (Function) – revised definition to include alcohol.

Commonwealth of Virginia

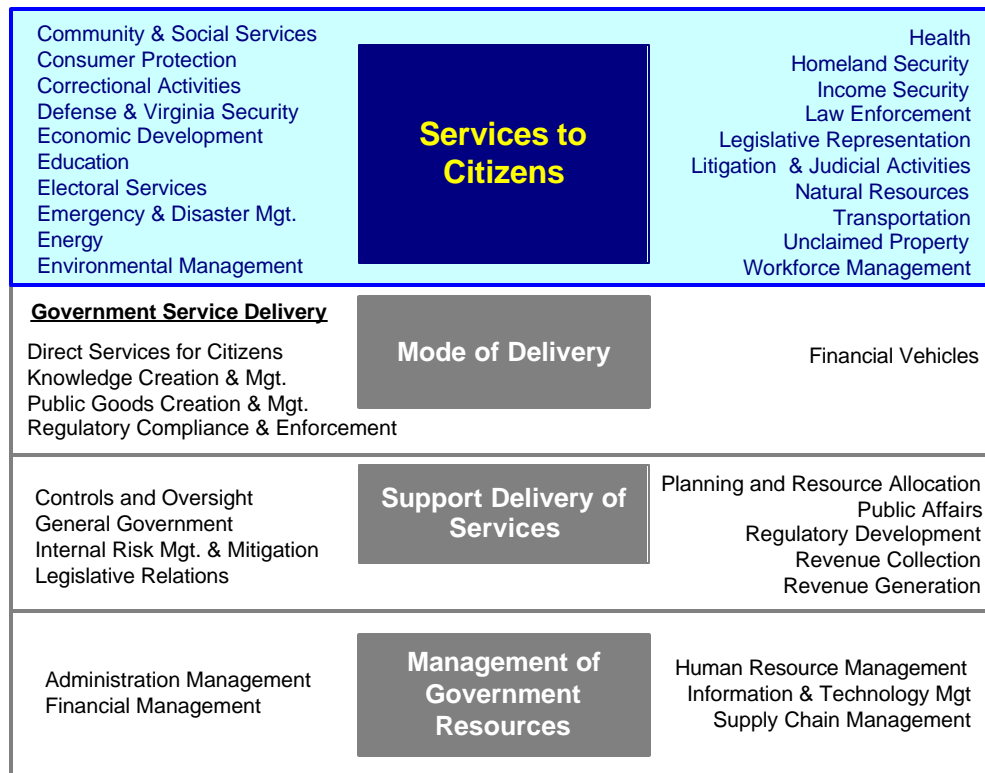
Enterprise Business Model, Version 1.1

DRAFT
Revised December 1, 2004

INTRODUCTION

The Enterprise Business Model (EBM) serves as the foundation for defining Virginia State Government business functions and the delivery of services to citizens. The EBM describes the State Government's Lines of Business, including operations and services for the citizen, independent of the organizations that perform them.

Figure 1
Enterprise Business Model (EBM)



The EBM was modeled after the Federal Enterprise Architecture's Business Reference Model, Version 2.0.

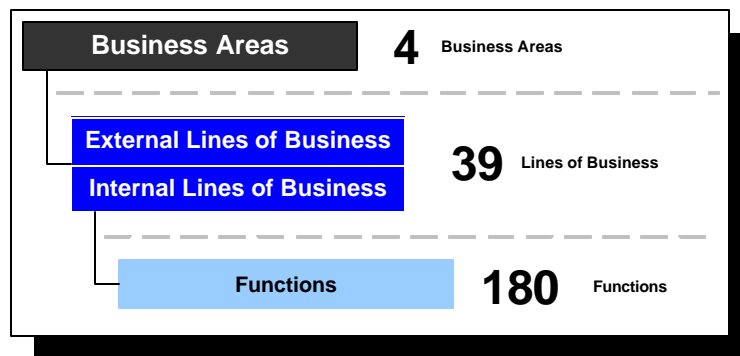
The Enterprise Business Model is a component of the Commonwealth's Enterprise Business Architecture, and as such, is an iterative and continuous process. State agency business functions will be mapped to the EBM as part of defining the "AS IS" Enterprise Business Architecture for the Commonwealth. The creation of the "AS IS" Enterprise Business Architecture will provide the Information Technology Investment Board (ITIB) with a tool to improve their understanding of the business of the Commonwealth and assist them in making informed decisions on information

technology (IT) related initiatives, projects, and budget requests to ensure those investments efficiently and effectively utilize IT to support the Commonwealth's business functions.

STRUCTURE OF THE ENTERPRISE BUSINESS MODEL

The EBM uses a three-tiered hierarchy as shown in Figure 2 with *Business Areas* at the highest level followed by *Internal/External Lines of Business* and *Business Functions*.

Figure 2
EBM Structure



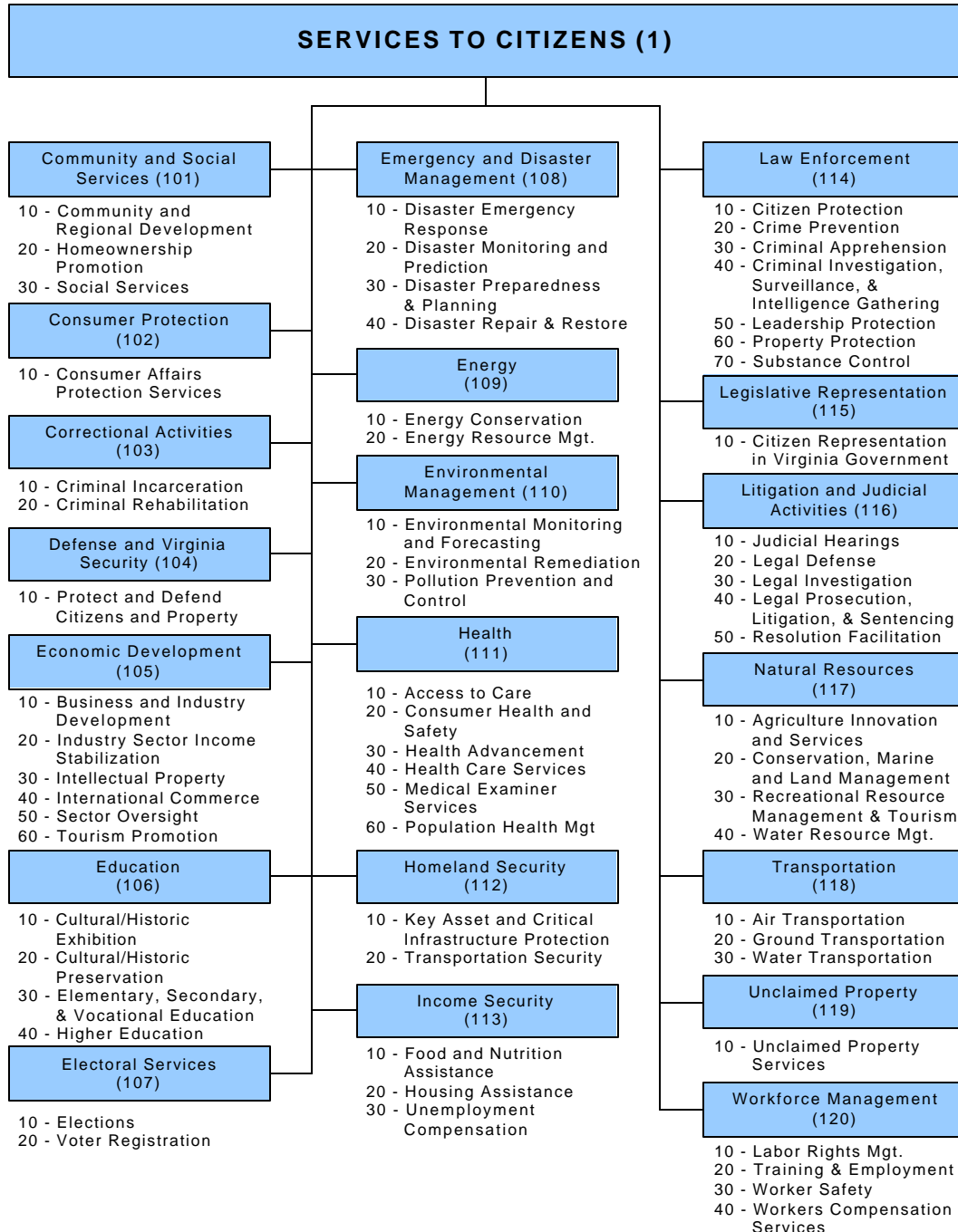
Four Business Areas separate government operations into high-level categories relating to the purpose of government (Services for Citizens), the mechanisms the government uses to achieve its purpose (Mode of Delivery), the support functions necessary to conduct government operations (Support Delivery of Services), and the resource management functions that support all areas of the government's business (Management of Government Resources).

These four Business Areas are comprised of **39 Lines of Business**. Twenty of these Lines of Business are found in the Services for Citizens layer and describe the *purpose* of state government in functional terms. These Lines of Business are referred to as *External* Lines of Business. The remaining 19 *Internal* Lines of Business describe the support functions the government conducts in order to effectively deliver services for citizens. For the sake of simplicity, the generic term "Line of Business" will be used to refer to both internal and external business lines.

Each Line of Business is comprised of a collection of Functions that represent the lowest level of granularity in the EBM. The EBM contains **180 Functions**. The following sections define the Business Areas, and their corresponding Lines of Business and Functions and are presented as follows:

LINE OF BUSINESS - Definition of Line of Business	
■	FUNCTION 1 - Definition of Function 1
■	FUNCTION 2 - Definition of Function 2
■	ETC.

SERVICES TO CITIZENS - Describes the mission and purpose of Virginia government in terms of the services it provides both to and on behalf of its citizens. It includes the delivery of citizen-focused, public and collective goods and/or benefits as a service and/or obligation of the Virginia government to the benefit and protection of the state's general population. This business area is reserved for those functions that describe the reason that the Virginia State Government exists. These are the services the citizen expects the government to deliver.



Community and Social Services - Includes all activities aimed at creating, expanding, or improving community and social development, social relationships, and social services in Virginia. This includes all activities aimed at locality-specific or social development and general social services. This Line of Business includes general community development and social services programs, as well as earned and unearned benefit programs that promote these objectives.

- ❑ **Community and Regional Development** - Involves activities designed to assist communities in preventing and eliminating blight and deterioration, assist economically distressed communities, and encourage and foster economic development through improved public facilities and resources.
- ❑ **Homeownership Promotion** - Includes activities devoted to assisting citizens interested in buying homes and educating the public as to the benefits of homeownership. Note: Activities devoted to the provision of housing to low-income members of the public are located in the Housing Assistance Function.
- ❑ **Social Services** - Designed to provide meaningful opportunities for social and economic growth of the disadvantaged sector of the population in order to develop individuals into productive and self-reliant citizens and promote social equity. Included in this category are social welfare services extended to children and adults with special needs, such as the orphaned, neglected, abandoned, abused, disabled, etc. Also included in this category are the aging, vision impaired, blind, deaf, and hard-of-hearing. Services may include family life education and counseling, legal representation, adoption, guardianship, foster family care, rehabilitation services, education, assistive technology, etc. Note: This Function does not include services that are primarily for income support (Income Security) or are an integral part of some other Line of Business (e.g., Health, Workforce Management, etc.).

Consumer Protection - Involves state activities that address consumer **complaints** ~~complaints~~ and assure consumer goods are properly labeled, weighted and/or measured.

- ❑ **Consumer Affairs Protection Services** - Includes activities that address consumer complaints related to fraudulent, deceptive, or illegal practices. Also includes activities related to ensuring accurate and valid weights and measures are being used in dispensing consumer products.

Correctional Activities - Involves all state activities that ensure the effective incarceration and rehabilitation of convicted criminals.

- ❑ **Criminal Incarceration** - Includes activities associated with the housing, custody and general care of criminals serving time in state penal facilities. This includes adult and juvenile facilities and non-detention programs (parole, etc.), and other activities required to support detained criminals (health, dental, agribusiness, etc.).
- ❑ **Criminal Rehabilitation** - Includes all government activities devoted to providing convicted criminals with the educational resources, training, and life skills necessary to rejoin society as responsible and contributing members.

Defense and Virginia Security - Includes those activities related to responsibilities, establishment, management, administration, and control of the Virginia National Guard and associated organizations.

- ❑ **Protect and Defend Citizens and Property** - Includes all activities related to protecting and defending Virginia and other state citizens and property as required and as called upon by the Governor.

Economic Development - Includes the activities required to promote commercial/industrial development and to regulate private sector firms to protect citizens and investors.

- ❑ **Business and Industry Development** - Supports activities related to the creation of economic and business opportunities and stimulus, and the promotion of financial and economic stability for corporations and citizens involved in different types of business.
- ❑ **Industry Sector Income Stabilization** - Involves all programs and activities devoted to assisting adversely impacted industrial sectors (farming, etc.) to ensure the continued availability of their services and the long-term economic stability of these sectors.
- ❑ **Intellectual Property** - Involves all activities to protect and promote the ownership of ideas and control over the tangible or virtual representation of those ideas, including inventions and discoveries; literary and artistic works; and symbols, names, images, and designs developed by state government organizations.
- ❑ **International Commerce** - Involves the activities that promote Virginia economic interests beyond the U.S. borders, including marketing and sale of Virginia goods and services.
- ❑ **Sector Oversight** - Involves the regulation of private sector firms (corporations, etc.) to protect citizens and investors from fraud, monopolies, and illegal behavior.
- ❑ **Tourism Promotion** - Involves all activities related to promoting tourism in Virginia.

Education - Refers to those activities that impart knowledge or understanding of a particular subject to the public. Education can take place at a formal school, college, university or other training program. This Line of Business includes all government programs that promote the education of the public, including both earned and unearned benefit programs.

- ❑ **Cultural and Historic Exhibition** - Includes all activities undertaken by the Virginia government to promote education through the exhibition of cultural, historical, and other information, archives, art, etc.
- ❑ **Cultural and Historic Preservation** - Involves all activities performed by the Virginia Government to collect and preserve information and artifacts important to the culture and history of Virginia, the United States, and its citizenry and the education of citizens and the world.
- ❑ **Elementary, Secondary, and Vocational Education** - Refers to the provision of education in elementary subjects (reading and writing and arithmetic); education provided by a high school or college preparatory school; and vocational and technical education and training. This includes those education services provided by the Department of Correctional Education.
- ❑ **Higher Education** - Refers to education beyond the secondary level; specifically, education provided by a college or university.

Electoral Services - Involves all activities related to registering citizens that are eligible to vote and conducting federal, state, and local elections in Virginia.

- ❑ **Elections** - Includes all activities related to establishing election areas, registering candidates for election, creating election ballots, conducting elections, and certifying election results.
- ❑ **Voter Registration** - Includes all activities related to registering and maintaining files for Virginia residents eligible to vote in federal, state, and local elections.

Emergency and Disaster Management - Involves all activities related to emergency responses and that are required to prepare for, mitigate, respond to, and repair the effects of **state level emergencies and** all disasters, whether natural or man-made.

- ❑ **Disaster Emergency Response** - Involves the immediate actions taken to respond to a disaster **or state level emergency**. These actions include, but are not limited to, providing mobile telecommunications, operational support, power generation, search and rescue, and medical life saving actions.
- ❑ **Disaster Monitoring and Prediction** - Involves the actions taken to predict when and where a disaster may take place and communicate that information to affected parties. Note: Weather forecasting, while central to Disaster Monitoring and Prediction, is more closely aligned with the "Environmental Monitoring and Forecasting" Function in the Environmental Management Line of Business.
- ❑ **Disaster Preparedness and Planning** - Involves the development of response programs to be used in case of a disaster as well as pre-disaster mitigation efforts to minimize the potential for loss of life and property. This involves the development of emergency management programs and activities as well as staffing and equipping regional response centers, and mitigation-focused construction and preparation.
- ❑ **Disaster Repair and Restore** - Involves the cleanup and restoration activities that take place after a disaster. This involves the cleanup and rebuilding of homes, buildings, roads, environmental resources, or infrastructure that may be damaged due to a disaster.

Energy - Refers to all actions performed by the state to conserve and manage energy resources.

- ❑ **Energy Conservation** - Involves all activities related to conserving Virginia's energy resources including promoting energy conservation.
- ❑ **Energy Resource Management** - Involves the management and oversight of energy producing resources including facilities, dams, and land.

Environmental Management - Includes all functions required to monitor the environment, determine proper environmental standards and ensure their compliance and address environmental hazards and contamination.

- ❑ **Environmental Monitoring and Forecasting** - Involves the observation and prediction of environmental conditions. This includes but is not limited to the monitoring and forecasting of water quality, water levels, air quality, and regulated and non-regulated emissions.
- ❑ **Environmental Remediation** - Supports the immediate and long-term activities associated with the correcting and offsetting of environmental deficiencies or imbalances, including restoration activities.
- ❑ **Pollution Prevention and Control** - Includes activities associated with identifying appropriate pollution standards and controlling levels of harmful substances emitted into the soil, water and atmosphere from man-made sources. Environmental mitigation projects are also included in this business line.

Health - Involves state programs and activities to ensure and provide for the health and well being of the public. This includes the direct provision of health care services and immunizations as well as the monitoring and tracking of public health indicators for the detection of trends and identification of widespread illnesses/diseases. It also includes both earned and unearned health care benefit programs.

- ❑ **Access to Care** – Involves activities focused on the population, including the under-served, receiving care and ensuring the care received is appropriate in terms of types of care. A successful implementation of these processes will result in the population receiving the appropriate guidance to care/appropriate care, at the right location for the most appropriate cost.
- ❑ **Consumer Health and Safety** - Supports activities associated with the inspection, education, and evaluation of consumer products (both consumable and non consumable) to assess the potential risks and dangers they may present to the consumer (both humans and animals), (food, other consumer products, etc.) in either the pre or post market environments.
- ❑ **Health Advancement** – Addresses the evolutionary process in healthcare, quality improvements, and delivery of services, methods, decision models and practices. These cover all aspects of health.
- ❑ **Health Care Services** - Involves programs and activities that provide delivery of health and medical care (inpatient and outpatient) to the public, including health care benefit programs.
- ❑ **Medical Examiner Services** - Involves all activities related to conducting a thorough medical investigation of murders, suicides, accidents, and unexplained deaths that occur in the Commonwealth and providing the results of those investigations to the courts on an as needed basis.
- ❑ **Population Health Management** – Involves activities associated with the management and monitoring of health, health planning, and health management of humans, animals, animal products, and plants, as well as tracking the spread of diseases and pests. It promotes a focus on population monitoring, health promotion, disease and injury prevention and wellness. As a result of these efforts, the services are delivered under Health Care Services.

Homeland Security - Involves protecting Virginia against terrorist attacks. This includes analyzing threats and intelligence, protecting critical infrastructure, and coordinating the response emergencies.

- ❑ **Key Asset and Critical Infrastructure Protection** - Involves assessing key asset and critical infrastructure vulnerabilities and taking direct action to mitigate vulnerabilities, enhance security, and ensure continuity and necessary redundancy in government operations and personnel.
- ❑ **Transportation Security** – Includes ensuring the security of transportation and related infrastructure networks, facilities, vehicles, and personnel.

Income Security - Includes all activities designed to ensure that members of the public are provided with the necessary means – both financial and otherwise – to sustain an adequate level of existence. This includes all benefit programs, both earned and unearned, that promote these goals for members of the public.

- ❑ **Food and Nutrition Assistance** - Involves the development and management of programs that provide food and nutrition assistance to those members of the public who are unable to provide for these needs themselves.

- ❑ **Housing Assistance** - Involves the development and management programs that provide housing to those who are unable to provide housing for themselves including the rental of single-family or multifamily properties, and the management and operation of federally supported housing properties.
- ❑ **Unemployment Compensation** - Provides income security to those who are no longer employed, while they seek new employment.

Law Enforcement - Involves activities to protect people, places, and things from criminal activity resulting from non-compliance with laws or for enforcing related court orders. This includes patrols, undercover operations, gathering intelligence, responses to emergency calls, as well as arrests, raids, and seizures of property.

- ❑ **Citizen Protection** - Involves all activities performed to protect the general population from criminal activity or to enforce related court orders.
- ❑ **Crime Prevention** - Entails all efforts designed to create safer communities through the control and reduction of crime by addressing the causes of crime and reducing opportunities for crimes to occur.
- ❑ **Criminal Apprehension** - Involves activities associated with the tracking, arrest, detention, and transportation of groups or individuals believed to be responsible for committing crimes or violating court orders when an arrest warrant has been issued.
- ❑ **Criminal Investigation, Surveillance, and Intelligence Gathering** - Includes gathering intelligence, collecting evidence required to determine responsibility for a crime, evaluating and analyzing evidence, and/or monitoring and questioning affected parties.
- ❑ **Leadership Protection** - Involves all activities performed to protect the health and well being of the governor, the governor's family, and other high-level government officials.
- ❑ **Property Protection** - Entails all activities performed to ensure the security of Virginia citizens and government property.
- ❑ **Substance Control** - Supports activities associated with the enforcement of laws regarding legal substances (i.e., alcohol and tobacco) and illegal narcotics including trafficking, possession, sale, distribution, and other related activities.

Legislative Representation - Refers to those activities performed by members of the Virginia General Assembly in representing the legislative interests of their constituents in Virginia Government.

- ❑ **Citizen Representation in Virginia Government** - Involves all activities related to legislative members representing the interests of their constituents in the Virginia General Assembly.

Litigation and Judicial Activities - Refers to those activities relating to the administration of justice.

- ❑ **Judicial Hearings** - Includes activities associated with proceedings (usually by a court of law) where evidence is taken for the purpose of determining an issue of fact and reaching a decision based on that evidence.
- ❑ **Legal Defense** - Includes those activities associated with the representation of a defendant in a criminal or civil proceeding.

- ❑ **Legal Investigation** - Includes activities associated with gathering information about a given party (government agency, citizen, corporation) that would be admissible in a court of law in an attempt to determine a legal question or matter.
- ❑ **Legal Prosecution, Litigation, and Sentencing** - Includes all activities involved with presenting a case in a legal proceeding both in a criminal or civil court of law in an attempt to prove guilt/responsibility. Also includes all activities associated with and including sentencing convicted criminals.
- ❑ **Resolution Facilitation** - Refers to those activities outside a court of law, such as mediation and arbitration, which may be used to settle a dispute between two or more parties (government agency, citizen, corporation).

Natural Resources - Includes all activities involved in conservation planning, land management, and state park/monument tourism that affect the state's natural and recreational resources, both private and state.

- ❑ **Agricultural Innovation and Services** - Involves the creation of better methods for farming, the dissemination of those methods to farmers, and the development of better and healthier crops.
- ❑ **Conservation, Marine and Land Management** - Involves the responsibilities of surveying, maintaining, and operating public lands and monuments, as well as activities devoted to ensuring the preservation of land, water, wildlife, and natural resources. It also includes the sustainable stewardship of natural resources on state owned/controlled lands for commercial use (mineral mining, grazing, forestry, fishing, etc.).
- ❑ **Recreational Resource Management and Tourism** - Involves the management of state parks, monuments, and tourist attractions as well as visitor centers, rest areas, campsites, and park service facilities.
- ❑ **Water Resource Management** - Includes all activities that promote the effective use and management of the state's water resources. Notes: Environmental protection of water resources is included in the Environmental Management Line of Business.

Transportation - Involves all state supported activities related to the safe passage, conveyance, or transportation of goods and/or people.

- ❑ **Air Transportation** - Involves the activities related to providing safe airports used for moving passengers or goods through the air.
- ❑ **Ground Transportation** - Involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over land. Note: The protection of ground transportation from deliberate attack is included in the Transportation Security Function in the Homeland Security line of business.
- ❑ **Water Transportation** - Involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over in-land waterways and Virginia ports. Note: The protection of maritime transportation from deliberate attack is included in the Transportation Security Function in the Homeland Security line of business.

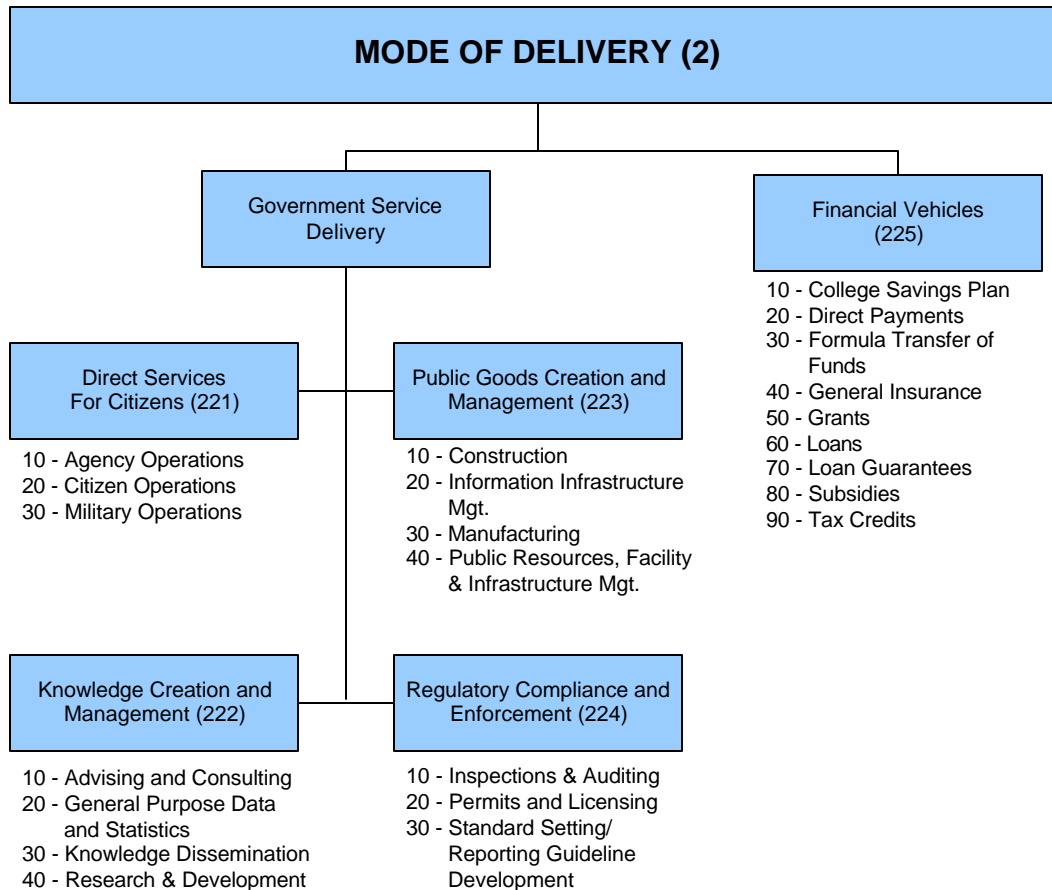
Unclaimed Property - Refers to administering the Commonwealth's Unclaimed Property Act.

- ❑ **Unclaimed Property Services** - Involves all activities related to administering the Commonwealth's Unclaimed Property Act, including serving as the custodian of certain personal properties (both intangible and tangible) until the owners of the properties can be located.

Workforce Management - Includes those activities that promote the welfare of Virginia's workforce by improving their working conditions and advancing opportunities for profitable employment.

- ❑ **Labor Rights Management** - Refers to those activities undertaken to ensure that employees and employers are aware of and comply with all statutes and regulations concerning labor rights, including those pertaining to wages, benefits, safety and health, whistleblower, and nondiscrimination policies.
- ❑ **Training and Employment** - Includes programs of job or skill training, employment services and placement, rehabilitation transition services, and programs to promote the hiring of marginal, unemployed, or low-income workers.
- ❑ **Worker Safety** - Refers to those activities undertaken to save lives, prevent injuries, and protect the health of Virginia's workers.
- ❑ **Workers Compensation Services** - Includes those activities related to administering and carrying out the provisions of the Virginia Workers' Compensation Act.

MODE OF DELIVERY - Describes the mechanisms the Commonwealth uses to achieve the purpose of government or its services for citizens. It includes financial vehicles, direct government delivery, and indirect government delivery. Mode of delivery also is used to identify delivery mechanisms for the support delivery of services business area.



Government Service Delivery - Includes all modes of delivery in which government employees (or contracted employees) perform tasks that directly support the improvement of a service for citizens or services to agencies providing support delivery of services. This does not include the management of processes in which state or federal funds are distributed or state credit programs are leveraged to promote Services for Citizens (these are included in the Financial Vehicles mode of delivery).

Direct Services For Citizens - The delivery of a good or service to (or on behalf of) the citizenry by the state government with no other intervening persons, conditions, or organizations.

- ❑ **Agency Operations** – Describes the direct provision of a service by government employees (or contractors) to other agencies that provide services to citizens or that provide support services.
- ❑ **Citizen Operations** - Describes the direct provision of a service for the citizen by government employees (or contractors).

- ❑ **Military Operations** - Describes the direct provision of a service for the citizen by the Virginia National Guard and/or associated organizations.

Knowledge Creation and Management - Involves the programs and activities where a state government entity undertakes a specific effort to create, develop, and/or maintain a body or set of knowledge, the presentation, manipulation or analysis of which can provide inherent benefits for both the state and private sector. Examples include institutions of higher education, state economic and employment information, census data, etc. Programmatic information collected by state government entities that is a by-product of a specific program should be included with the program's line of business.

- ❑ **Advising and Consulting** - Involves the guidance and consultative services provided by the state government to support the implementation of a specific Service for Citizens or to support other governmental organizations.
- ❑ **General Purpose Data and Statistics** - Includes activities performed in providing empirical, numerical, and related data and information pertaining to the current state of the state in areas such as the economy, education, labor, weather, global trade, etc.
- ❑ **Knowledge Dissemination** - Addresses those instances where the primary method used in delivering a service is through the presentation, publishing, or broadcasting of information. It is not intended to address circumstances where the presentation or publication of information is a by-product of the actual mode of delivery.
- ❑ **Research and Development** - Involves the gathering and analysis of data, dissemination of results, and development of new products, methodologies, and ideas.

Public Goods Creation and Management - The construction, manufacturing, administration, and/or management of goods, structures, facilities, common resources, etc. used for the general well being of the public or society at large.

- ❑ **Construction** - Involves all programs and activities in which the state Government builds or constructs facilities, roads, etc.
- ❑ **Information Infrastructure Management** - Involves the management and stewardship of a type of information by the state Government and/or the creation of physical communication infrastructures on behalf of the public in order to facilitate communication. This includes the management of large amounts of information (e.g., environmental and weather data, criminal records, etc.), the creation of information and data standards relating to a specific type of information (patient records), and the creation and management of physical communication infrastructures (networks) on behalf of the public. Note: Information infrastructures for government use are not included here.
- ❑ **Manufacturing** - Involves all programs and activities in which the state Government produces both marketable and non-marketable goods.
- ❑ **Public Resources, Facilities, & Infrastructure Management** - Involves the management and maintenance of Government-owned capital goods and resources (natural or otherwise) on behalf of the public, usually with benefits to the community at large as well as to the direct user. Examples of facilities and infrastructure include schools, roads, bridges, dams, harbors, and public buildings. Examples of resources include parks, cultural artifacts and art, endangered species, etc.

Regulatory Compliance and Enforcement - Involves the direct monitoring and oversight of a specific individual, group, industry, or community participating in a regulated activity via market mechanisms, command and control features, or other means to control or govern conduct or behavior.

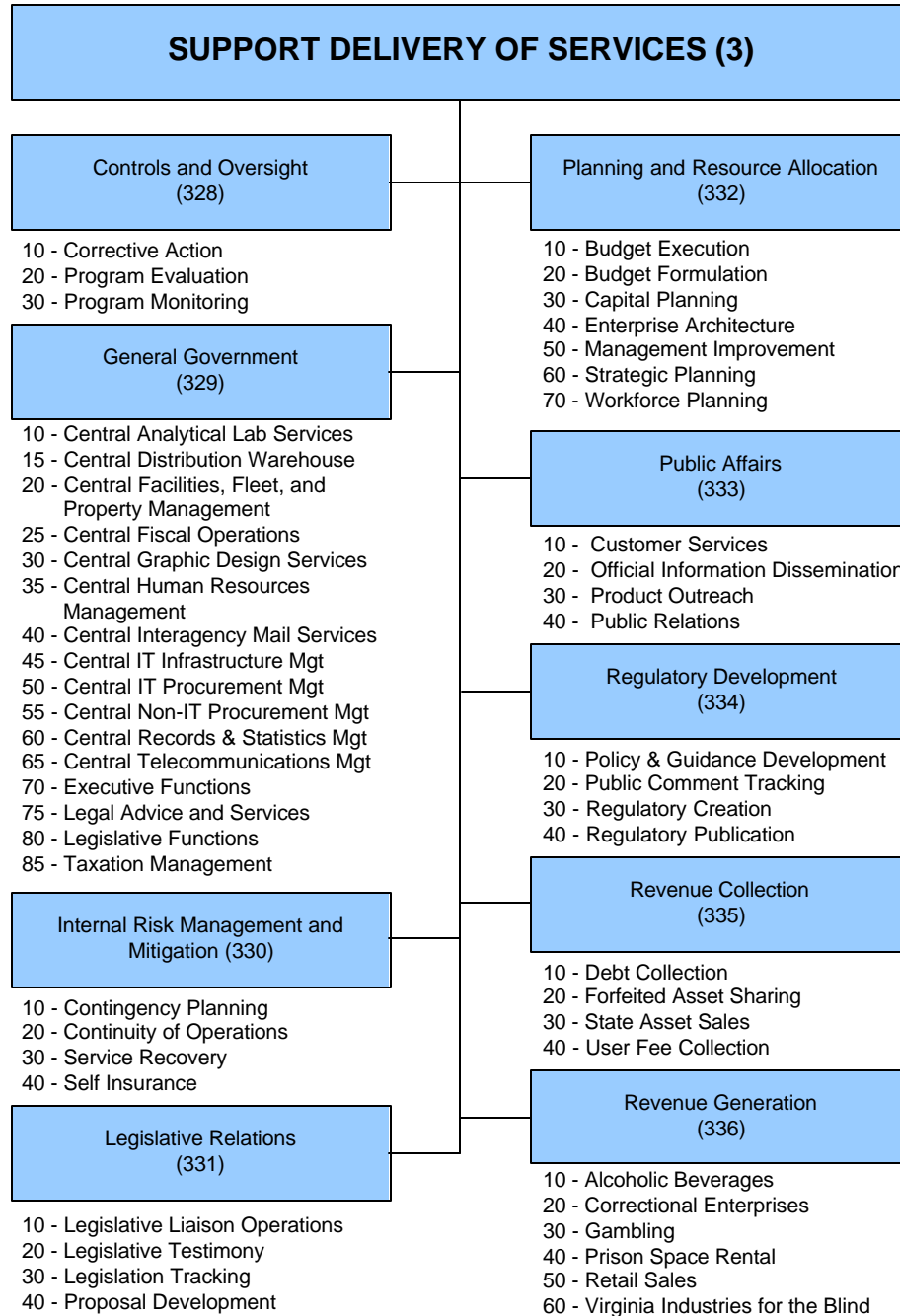
- ❑ **Inspections & Auditing** - Involves the methodical examination and review of regulated activities to ensure compliance with standards for regulated activity.
- ❑ **Permits and Licensing** - Involves activities associated with granting, revoking, and the overall management of the documented authority necessary to perform a regulated task or function.
- ❑ **Standard Setting / Reporting Guideline Development** - Involves the establishment of allowable limits associated with a regulated activity and the development of reporting requirements necessary to monitor and control compliance with allowable limits. This includes the development of requirements for product sampling and testing, emissions monitoring and control, incident reporting, financial filings, etc.

Financial Vehicles - Involves those monetary exchanges or transactions between government entities as well as between the state government and non-government entities as a means to accomplishing a State or Federal goal or objective.

- ❑ **College Savings Plan** - Involves all activities associated with plan enrollment, receiving funds, investing funds, and disbursing funds related to the Virginia College Savings Plan. Program is self-funded through fees charged for related services.
- ❑ **Direct Payments** - Involves the disbursement of funds from or through the state Government directly to beneficiaries (individuals or organizations) who satisfy eligibility requirements. Direct Payments include both earned and unearned Federal Entitlement and state programs such as Medicare, emergency assistance, food stamps, unemployment benefits, etc.
- ❑ **Formula Transfer of Funds** - Involves the transfer of funds to local government entities or constitutional officers (Sheriffs, Commissioners of the Revenue, Treasurers, Circuit Court Clerks, and Commonwealth Attorneys) in accordance with the requirements of distribution formulas as prescribed by law or administrative regulation.
- ❑ **General Insurance** - Involves providing protection to individuals or entities against specified risks. This includes self-insurance and insurance coverage procured from external providers.
- ❑ **Grants** - Involves the administration and disbursement of grant funds by the state Government. Grants include but are not limited to, named purpose or service grants, fellowships, scholarships, research grants, training grants, traineeships, experimental and demonstration grants, evaluation grants, planning grants, technical assistance grants, survey grants, and construction grants. Any processes associated with grant administration, including the publication of funds availability notices, development of the grant application guidance, determination of grantee eligibility, coordination of the peer review/evaluation process for competitive grants, and the transfer of funds are included. Grant monitoring, oversight, and reporting should be included in the Controls and Oversight line of business.
- ❑ **Loans** - Involves a disbursement of funds by the state Government to a borrower (individual, corporation, government entity, etc.) under a contract that requires the repayment of such funds with or without interest.
- ❑ **Loan Guarantees** - Involves any guarantee, insurance, or other pledge with respect to the payment of all or a part of the principal or interest on any debt obligation of a borrower to a lender.

- ❑ **Subsidies** - Involves state Government financial transfers (credits) that reduce costs and/or increase revenues of producers.
- ❑ **Tax Credits** - Allows a special exclusion, exemption, or deduction from gross income or which provide a special credit, a preferential rate of tax, or a deferral of tax liability designed to encourage certain kinds of activities or to aid taxpayers in special circumstances.

SUPPORT DELIVERY OF SERVICES - Provides the critical policy, programmatic and managerial underpinnings that facilitate the state government's delivery of services to citizens and to other state and local government agencies. All the functions in this business area can be used to identify agency specific and/or cross-agency activities.



Controls and Oversight - Ensures that the operations and programs of the state Government and its external business partners comply with applicable laws and regulations and prevent waste, fraud, and abuse.

- ❑ **Corrective Action** - Involves the enforcement of activities to remedy internal or external programs that have been found non-compliant with a given law, regulation, or policy.
- ❑ **Program Evaluation** - Involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.
- ❑ **Program Monitoring** - Involves the data-gathering activities required to determine the effectiveness of internal and external programs and the extent to which they comply with related laws, regulations, and policies.

General Government - Involves the general overhead costs of the state government; including legislative and executive activities; provision of central fiscal, personnel, IT infrastructure, and property activities; and the provision of services that cannot reasonably be classified in any other line of business. As a normal rule, all activities reasonably or closely associated with other lines of business or functions shall be included in those lines of business or functions. This line of business is reserved for central government management operations; agency-specific management activities would not be included here.

- ❑ **Central Analytical Lab Services** - Involves all activities related to providing analytical lab testing, training, quality assurance, certification and research for Virginia and other states and federal agencies.
- ❑ **Central Distribution Warehouse** - Involves all activities related to purchasing and providing food items and janitorial supplies to state agencies and institutions, and providing testing services on purchased products.
- ❑ **Central Facilities, Fleet and Property Management** - Involves all activities related to facilities, fleet, and property management performed, managed, or administered by the Virginia Department of General Services.
- ❑ **Central Fiscal Operations** - Includes the fiscal operations performed on behalf of the State Government (Dept of Accounts, Dept. of the Treasury). Note: Tax-related functions are included within the Taxation Management Function.
- ❑ **Central Graphic Design Services** - Involves all activities related to providing graphic design services for state agencies and institutions. This includes desktop publishing, preparation of artwork including applicable research, design for print, web graphics, exhibit design, writing, and editing.
- ❑ **Central Human Resources Management** - Includes all activities associated with centralized human resource management function. This also includes state retirement benefits administration and management.
- ❑ **Central Interagency Mail Services** - Involves all activities related to providing interagency mail services to state agencies and institutions within and in close proximity to the seat of government in Richmond.
- ❑ **Central IT Infrastructure Management** - Includes all activities associated with the centralization of information technology infrastructure and services into or managed by the Virginia Information Technologies Agency.
- ❑ **Central IT Procurement Management** - Includes all activities associated with information technology procurement performed, managed, or administered by the Virginia Information Technologies Agency.

- ❑ **Central Non-IT Procurement Management** - Includes all activities associated with non-information technology procurement performed, managed, or administered by the Department of General Services.
- ❑ **Central Records and Statistics Management** - Involves the operations surrounding the management of official documents, statistics, and records for the entire state government. This Function is intended to include the management of records and statistics for the state government as a whole, such as the records management performed by the Library of Virginia or the statistics and data collection performed by the Virginia Employment Commission. Note: Many agencies perform records and statistics management for a particular business function and as such should be mapped to that line of business. The Central Records and Statistics Management is intended for functions performed on behalf of the entire state government.
- ❑ **Central Telecommunications Management** – Includes all activities associated with the central provision of telecommunications services provided or managed by the Virginia Information Technologies Agency.
- ❑ **Executive Functions** - Involves all activities related directly to the Office of the Governor, the Lt. Governor, the Governor's Cabinet, and other organizations operating out of the Office of the Governor.
- ❑ **Legal Advice and Services** - Includes all activities involved with providing legal representation, services and/or advice to state agencies, institutions of higher education, state boards, the General Assembly, and local government.
- ❑ **Legislative Functions** - Includes all activities associated with operating the Legislative Branch of Virginia Government and supporting the Virginia General Assembly.
- ❑ **Taxation Management** - Includes all activities associated with the administration, management, and implementation of the Virginia Income Tax Code and other state imposed taxes, including the associated collection of such taxes.

Internal Risk Management and Mitigation - Involves all activities relating to the processes of analyzing exposure to risk and determining appropriate countermeasures.

- ❑ **Contingency Planning** - Involves the actions required to plan for, respond to, and mitigate damaging events.
- ❑ **Continuity Of Operations** - Involves the activities associated with the identification of critical systems and processes, and the planning and preparation required to ensure that these systems and processes will be available in the event of a catastrophic event.
- ❑ **Service Recovery** - Involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.
- ❑ **Self Insurance** - Involves activities related to the Commonwealth's self-insurance program for state organizations and constitutional officers.

Legislative Relations - Involves activities aimed at the development, tracking, and amendment of public laws through the legislative branch of the state government.

- ❑ **Legislative Liaison Operations** - Involves all activities associated with supporting the formal relationship between a state government entity and the Virginia General Assembly.
- ❑ **Legislation Testimony** - Involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.

- ❑ **Legislation Tracking** - Involves monitoring legislation from introduction to enactment.
- ❑ **Proposal Development** - Involves drafting proposed legislation that creates or amends laws subject to legislative action.

Planning and Resource Allocation - Involves the activities of determining strategic direction, identifying and establishing programs and processes, and allocating resources (capital and labor) among those programs and processes.

- ❑ **Budget Execution** - Involves day-to-day requisitions and obligations for agency expenditures, invoices, billing dispute resolution, reconciliation, service level agreements, and distributions of shared expenses.
- ❑ **Budget Formulation** - Involves all activities undertaken to determine priorities for future spending and to develop an itemized forecast of future funding and expenditures during a targeted period of time. This includes the collection and use of performance information to assess the effectiveness of programs and develop budget priorities.
- ❑ **Capital Planning** - Involves the processes for ensuring that appropriate investments are selected for capital expenditures.
- ❑ **Enterprise Architecture** - Is an established process for describing the current state and defining the target state and transition strategy for an organization's people, processes, and technology.
- ❑ **Management Improvement** - Includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.
- ❑ **Strategic Planning** - Entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.
- ❑ **Workforce Planning** - Involves the processes for identifying the workforce competencies required to meet the agency's strategic goals and for developing the strategies to meet these requirements.

Public Affairs - Involves the exchange of information and communication between the state government, citizens and stakeholders in direct support of citizen services, public policy, and/or state interests.

- ❑ **Customer Services** - Supports activities associated with providing an agency's customers with information regarding the agency's service offerings and managing the interactions and relationships with those customers.
- ❑ **Official Information Dissemination** - Includes all efforts to provide official government information to external stakeholders through the use of various types of media, such as video, paper, web, etc.
- ❑ **Product Outreach** - Relates to the marketing of government services products, and programs to the general public in an attempt to promote awareness and increase the number of customers/beneficiaries of those services and programs.
- ❑ **Public Relations** - Involves the efforts to promote an organization's image through the effective handling of citizen concerns.

Regulatory Development - Involves activities associated with developing regulations, policies, and guidance to implement laws.

- ❑ Policy and Guidance Development - Involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.
- ❑ Public Comment Tracking - Involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.
- ❑ Regulatory Creation - Involves the activities of researching and drafting proposed and final regulations.
- ❑ Regulatory Publication - Includes all activities associated with the publication of a proposed or final regulation, policy or standard.

Revenue Collection - Includes the collection of government income from all sources.

Note: Tax collection is accounted for in Taxation Management Function in the General Government line of business.

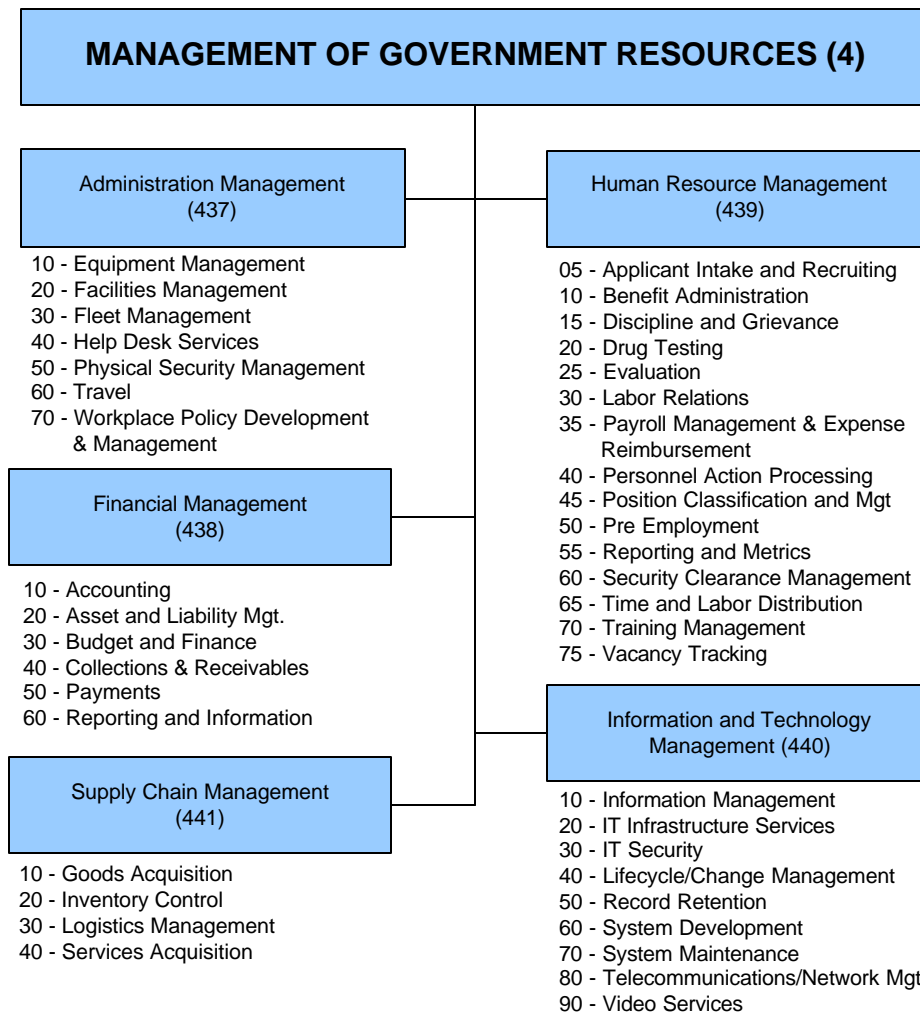
- ❑ **Debt Collection** - Supports activities associated with the collection of money owed to the state government from both foreign and domestic sources.
- ❑ **Forfeited Asset Sharing** - Involves all activities associated with managing and administering assets seized under the Virginia Forfeited Asset Sharing Program. Seized assets can include money and property used in substantial connection with the manufacture, sale, or distribution of an illegal narcotic or alcohol.
- ❑ **State Asset Sales** - Encompasses the activities associated with the acquisition, oversight, tracking, and sale of state owned assets managed by the state government with a commercial value and sold to non-state entities.
- ❑ **User Fee Collection** - Involves the collection of fees assessed on individuals or organizations for the provision of government services and for the use of government goods or resources (i.e. State Parks).

Revenue Generation - Includes business ventures the Commonwealth uses to generate revenue for the general fund, as a self-funding mechanism, or as a mechanism to provide funding that is earmarked for a specific service or set of services for citizens. This line of business only includes business ventures and does not include licensing or user fees.

- ❑ **Alcoholic Beverages** - Includes all activities involved in the procurement, warehousing, and distribution of alcoholic beverages to the public through state owned or leased outlets.
- ❑ **Correctional Enterprises** - Includes all activities related to running a business enterprise at each state prison that provides products and services that can be purchased by taxpayer supported and nonprofit organizations only.
- ❑ **Gambling** - Includes all activities related to creating, managing, and administering the Virginia lottery system.
- ❑ **Prison Space Rental** - Includes all activities related to renting/leasing excess prison space (housing criminals for a fee) to other governmental entities.
- ❑ **Retail Sales** - Includes all activities related to the retail sale of merchandise to the general public.
- ❑ **Virginia Industries for the Blind** - Includes all activities related to running a business enterprise that provides an employment option for blind Virginians at its two plant locations in Charlottesville

and Richmond, its satellite store operations and administrative service positions across the Commonwealth

MANAGEMENT OF GOVERNMENT RESOURCES - Refers to the resource management activities that must be performed for the State Government to operate effectively on a day-to-day basis. With the exception of “Logistics Management”, the functions in this business area can be used to identify agency specific and/or cross-agency activities. The “Logistics Management” function can only be used to identify agency specific activities. The model recognizes that those agencies that pay a fee to have another agency (cross-agency activities) provide a resource management activity will perform some degree of coordination in support of the service provider.



Administrative Management - Involves the day-to-day management and maintenance of the internal infrastructure.

- ❑ **Equipment Management** - Involves the maintenance, administration, and operation of machinery and other capital assets that are possessions of the state government.
- ❑ **Facilities Management** - Involves the maintenance, administration, and operation of office buildings, other buildings, and parking facilities that are owned or leased by state government.

- ❑ **Fleet Management** - Involves the maintenance, administration, and operation of fleets (cars, trucks, aircraft, watercraft, etc.) that are owned or leased by state government.
- ❑ **Help Desk Services** - Involves the management of a service center to respond to government and contract employees' technical and administrative questions.
- ❑ **Physical Security Management** - Involves the physical protection of an organization's personnel, assets, and facilities.
- ❑ **Travel** - Involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.
- ❑ **Workplace Policy Development And Management** - Includes all activities required to develop and disseminate workplace policies such as dress codes, time reporting requirements, telecommuting, etc.

Financial Management - The use of financial information to measure, operate and predict the effectiveness and efficiency of an entity's activities in relation to its objectives. The ability to obtain and use such information is usually characterized by having in place policies, practices, standards, and a system of controls that reliably capture and report activity in a consistent manner.

- ❑ **Accounting** - Entails accounting for assets, liabilities, fund balances, revenues and expenses associated with the maintenance of funds and expenditure of state appropriations (Salaries and Expenses, Operation and Maintenance, Procurement, Working Capital, Trust Funds, etc.), in accordance with applicable state standards.
- ❑ **Asset and Liability Management** - Provides accounting support for the management of assets and liabilities of the state government.
- ❑ **Budget and Finance** - Involves the management of the state budget process including the development of plans and programs, budgets, and performance outputs and outcomes as well as financing state programs and operations through appropriation and apportionment of direct and reimbursable spending authority, fund transfers, investments and other financing mechanisms.
- ❑ **Collections and Receivables** - Includes deposits, fund transfers, and receipts for sales or services.
- ❑ **Payments** - Includes disbursements of state funds, via a variety of mechanisms, to private individuals, state agencies, local governments, and the private sector, to effect payment for goods and services, or distribute entitlements, benefits, grants, subsidies, loans, or claims.
- ❑ **Reporting and Information** - Includes providing financial information, reporting and analysis of financial transactions.

Human Resource Management - Involves all activities associated with the recruitment and management of personnel.

- ❑ **Applicant Intake and Recruiting** – Includes receiving, processing, rating, and ranking applicants for state jobs and involves the preparation of lists of eligible candidates for consideration by management.
- ❑ **Benefit Administration** – Includes providing guidance and consultation to agencies, employees, former employees, annuitants, survivors, and eligible family members regarding retirement, insurance, health benefits, injury compensation, and health and survivor benefits.

- ❑ **Discipline and Grievance** – Includes providing advice and assistance to employees and managers, program administration, research, and case management in matters related to conduct, performance, attendance, and dispute resolution.
- ❑ **Drug Testing** – Entails managing and monitoring work associated with obtaining periodic drug tests (random or mandatory) from employees or contractors in the agency's workforce.
- ❑ **Evaluation** – Includes assisting managers and supervisors in establishing, maintaining, and monitoring effective performance management programs to plan, monitor, develop, rate, and reward employee performance, and services that support formal and informal award programs to provide employee incentives and recognition.
- ❑ **Labor Relations** – Involves establishing and maintaining effective relationships with labor organizations that represent employees, negotiating and administering labor agreements, and providing guidance and consultation to management on a variety of labor relations matters.
- ❑ **Payroll Management and Expense Reimbursement** - Involves the administration and determination of state employee compensation. Note: See Payments Function within the Financial Management line of business for the actual payment of salary and expenses.
- ❑ **Personnel Action Processing** - Involves processing Requests for Personnel Actions, changes to employees' official personnel records or history, or involving establishing, maintaining, and monitoring the agency's official personnel system of record.
- ❑ **Position Classification and Management** – Involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.
- ❑ **Pre employment (medical, testing, drug testing, etc.)** – Includes determinations of applicants' fitness for duty (medical, drug testing, background investigations) before they are brought on board the agency's payroll. This does not include routine reference checks.
- ❑ **Reporting and Metrics** – Entails providing information (both current and historical) for management decision-making, tracking workload, and overall health of the organization.
- ❑ **Security Clearance Management** - Refers to the processes associated with ensuring employees, contractors, and others have been approved to enter state buildings, utilize state services, and access sensitive information. This includes eligibility determination, badge issuance, clearance tracking, and security verification services.
- ❑ **Time and Labor Distribution** – Includes establishing, maintaining, and monitoring time and attendance systems.
- ❑ **Training Management** – Refers to planning, administering, or evaluating programs designed to develop employees and manage learning in the organization.
- ❑ **Vacancy Tracking** – Includes creating, issuing, and managing vacancy announcements.

Information and Technology Management - Involves the coordination of information technology resources and systems required to support or provide a citizen service.

- ❑ **Information Management** - Involves the coordination of information collection, storage, and dissemination, and destruction as well as managing the policies, guidelines, and standards regarding information management.
- ❑ **IT Infrastructure Services** - Involves the planning, design, and maintenance of an IT Infrastructure to effectively support automated needs (i.e. platforms, servers, printers, etc.). Not

applicable to those agencies that receive all/most of their IT support services from the central IT infrastructure provider (VITA), another agency, or an external service provider.

- ❑ **IT Security** - Involves all functions related to the securing of state data and systems through the creation and definition of security policies, procedures and controls covering such services as identification, authentication, and non-repudiation.
- ❑ **Lifecycle/Change Management** - Involves the processes that facilitate a smooth evolution, composition, and workforce transition of the design and implementation of changes to agency resources such as assets, methodologies, systems, or procedures.
- ❑ **Record Retention** - Involves the operations surrounding the management of the official documents and records for an agency.
- ❑ **System Development** - Supports all activities associated with the in-house design, development, and implementation of software applications or commercial off-the-shelf software application packages. This includes identifying and documenting associated IT infrastructure requirements.
- ❑ **System Maintenance** - Supports all activities associated with the maintenance of in-house designed software applications or commercial off-the-shelf software application packages. This includes identifying and documenting associated IT infrastructure requirements.
- ❑ **Telecommunications/Network Management** - Involves activities related to managing premises (including building, campus, metropolitan, or statewide) cabling or equipment that provides voice, video, or data services. Equipment management includes gathering of requirements for acquisition, setup, use, service quality monitoring, maintenance, replacement/upgrading and/or charge back. Not applicable to those agencies that obtain all voice, video, or data equipment and cabling services from VITA, another agency, or an external service provider.
- ❑ **Video Services** – Involves activities associated with video conferencing, video broadcasting, and video production.

Supply Chain Management - Involves the purchasing, tracking, and overall management of goods and services.

- ❑ **Goods Acquisition** - Involves all activities related to the procurement of physical goods, products, and capital assets to be used by state government.
- ❑ **Inventory Control** - Involves all activities related to tracking procured assets and resources, including maintaining information that identifies the quantity, quality, and location on procured assets and resources.
- ❑ **Logistics Management** - Involves the planning and tracking of personnel and their resources in relation to their availability and location (agency specific activity only).
- ❑ **Services Acquisition** - Involves all activities related to the procurement of services, and the oversight and/or management of contractors and service providers.